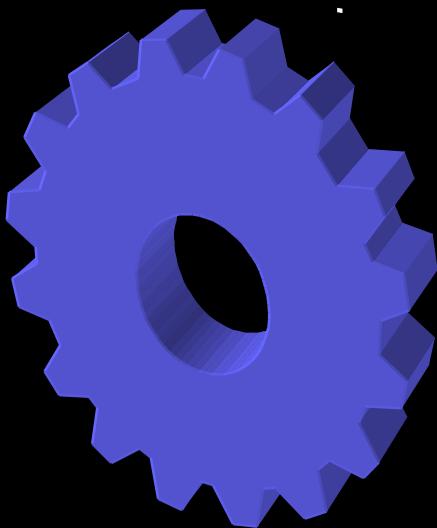




**State of Connecticut**

## Influenza Pandemic CONTINUITY OF OPERATIONS PLANNING



*.... A key gear in a comprehensive  
pandemic response mechanism*

## TRAINING SESSION ONE

October 27, 2006





# These are the AGENDA items for today's session:



1. Welcome and Introductions

2. Introductory Remarks

## ***COOP Training Session: IBM Business Resiliency Consulting***

3. Orientation to COOP Development

### ***In- Session Exercises***

4. Agency Pandemic Risk Self-Assessment
5. Agency Incident Command Assignments
6. Homework Assignments for Operations Section and Command Support Staff
7. Post-Session Q&A (until 11:30)

### ***End of Training Session One***



## By the end of today's session, you should be able to:

- Recognize the potential threat to our communities and government in the event of an Influenza Pandemic
- Understand the Connecticut Continuity of Operations Planning effort required of all Agencies by Governor Rell and the COOP Training Support Program being offered by the Governor's Pandemic Inter-Agency Task Force
- See where COOP efforts fit into the larger Influenza Pandemic Response program
- Assess your Agency's risk in a Pandemic situation
- Appoint the key members of your Agency's Incident Command Team
- Accept your roles and responsibilities as:
  - Incident Commanders and Alternates
  - Planning Section Chiefs and Alternates
- Distribute and track the homework assignments for your:
  - Operations Section Chiefs and Alternates (Session #2)
  - Command Support Staff and Alternates (Session #3)

## Why should we prepare for an Influenza Pandemic?

- Evidence of former Pandemics (1918 – Spanish Flu Pandemic)
- Recent events: HIV/AIDS, SARS and now the **Avian Flu Virus H5N1**
  - Avian Influenza normally **infects waterfowl** and can be **transmitted to commercial poultry**, particularly chickens and turkeys, by migrating birds
  - H5N1 is of particular concern because it **adapts rapidly** and can mutate to infect humans with a particular virulent and deadly strain
  - A pandemic is a global disease outbreak. An influenza pandemic occurs when a new influenza A virus emerges for which there is little or no immunity in the human population, begins to cause serious illness, and then spreads easily person-to-person worldwide
  - H5N1 has evidenced a **very high mortality rate** (>50% in reported cases) and it affects **healthy young adults**, the strongest among us, with higher frequency and greater impact than a typical flu
- CDC, Federal Department of Homeland Security preparations and mandates to the states
  - Secretary Michael Leavitt and Governor Rell summit and agreement
  - Governor Rell mandate for Agency Pandemic Continuity of Operation Plans by year-end 2006



# What are the CDC Pandemic Level Definitions?

## Interpandemic Period

1. No influenza sub-type present with risk to humans
2. No influenza in humans but an animal strain with potential risk to humans has been identified

## Pandemic Alert Period

3. Human infections from direct animal contact; no, or very limited, human-to-human transmittal  
► **HIGHEST LEVEL TO PRESENT**
4. Very small clusters of human infection; virus unable to transmit efficiently between humans
5. Larger clusters but still localized; virus is becoming more efficient

## Pandemic Period

6. Increased and sustained transmission in the general population

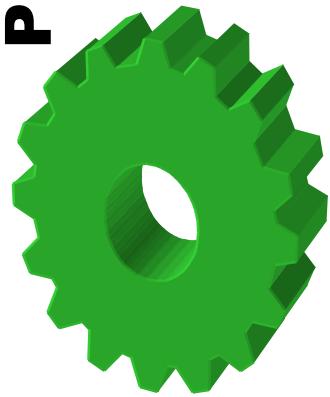
# What is the BIG PICTURE in Pandemic Preparation and Response Planning?





**Advance preparations will enable effective response.**

## PREPARATION



- ***Emergency Authorities, Policy and Procedure***
- ***Education***
- ***Stockpiling***
- ***Cross Training***
- ***Etc.***

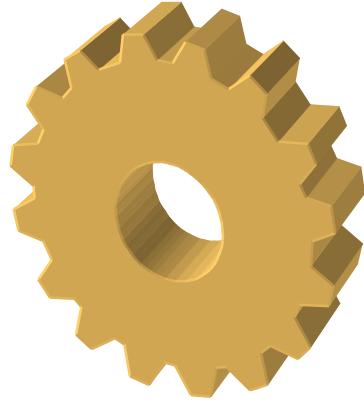
## Key Players:

- ***Policy and Procedure***  
**(DPH, DAS, OLR, DEMHS, AG, OSC)**
- ***Education***
- ***Preparation - DPH, DOAG, DEP***
- ***Delivery - all Agencies / Human Resources / Safety***
- ***Stockpiling (Agencies)***
- ***Cross Training (Agencies)***
- ***Etc.***



**When H5N1 appears in Connecticut poultry or wild birds, these must be isolated and destroyed.**

## **ENVIRONMENTAL RESPONSE**



- ***Bird Euthanasia***
- ***Bird Removal***
- ***Monitoring***
- ***Farm Interface***
- ***Etc.***

## **Key Players:**

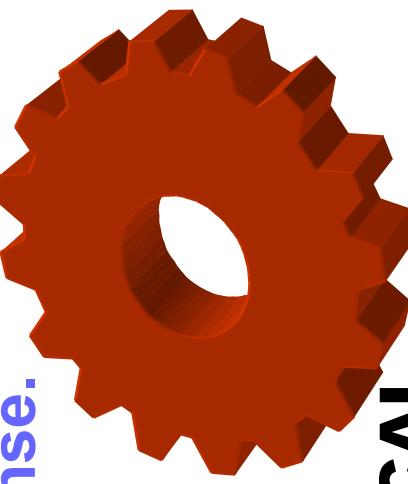
- ***Farm Policy - DOAG***
- ***Clean Up Procedure - DEP***
- ***Education***
- ***Poultry Industry - DPH / DOAG***
- ***Citizens / Birders, etc. -- DPH***
- ***Etc.***



**The serious business of caring for a sick population and limiting the spread of influenza in Connecticut is a foundation effort of the Pandemic Response.**

- **Monitoring**
- **Treatment**
- **Social Distancing & Quarantine**
- **Anti-Viral Vaccine & Medical Supply Dissemination**
- **Death Certificates**
- **Burial**
- **Triage**

## MEDICAL RESPONSE



### Key Players\*:

- **Tracking Illness in US – CDC, Federal DHS**
- **Tracking Illness in Connecticut – DPH, DAS, Medical Facilities (public and private), DEMHS**
- **Oversight of Medical Response (*Prevention, Treatment*) - DPH**
- **Oversight of Social Distancing and Quarantine - DPS**
- **Oversight of Logistical Support (*Movement of People and Materials, Establishing Emergency Facilities - Field Hospitals, Execution of Eminent Domain Decisions*) – DEMHS/EOC, DOT, DPW, OPM, DPS, OSC**

\*local entities will participate in all these transactions



# Mission critical State services are to be sustained.



**STATE WIDE SERVICES  
OPERATIONAL  
CONTINUITY**

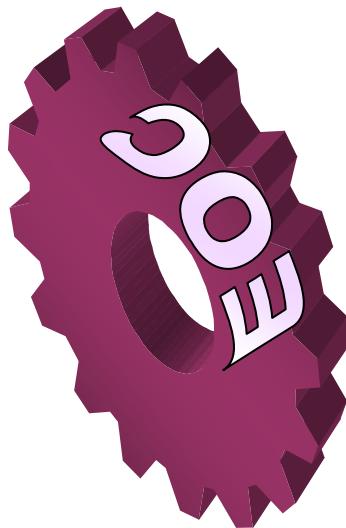
- *Continuity of High Priority Functions*
- *Mutual Aid*
- *Cross-Agency Communication*

## Key Players:

- *Tracking Agency Status – DAS, DEMHS / EOC, DOIT*
- *Executing COOP Plans – each Agency*
  - *Priority 1: Uninterruptible Functions (RTO\* < 1 Day)*  
*(RTO ≥ 2 - 5 Days)*
  - *Priority 2: Critical Functions (RTO ≥ 1 - 2 Weeks)*  
*(RTO = 2 - 4 Weeks)*
  - *Priority 3: Ongoing Functions (RTO > 1 month)*
  - *Priority 4: Periodic Functions (RTO > 1 month)*
  - *Priority 5: Occasional Functions (RTO > 1 month)*
- **“Ramping Down” or suspending functions on a priority basis when minimal service levels can no longer be achieved**
- **Seeking / Employing Emergency Authorities, Processes and Procedures as required per plan**

**RTO = Recovery Time Objective; allowable time a function may be suspended without serious consequence.**

## Role of the EOC in a Pandemic



### RESPONSE COORDINATION

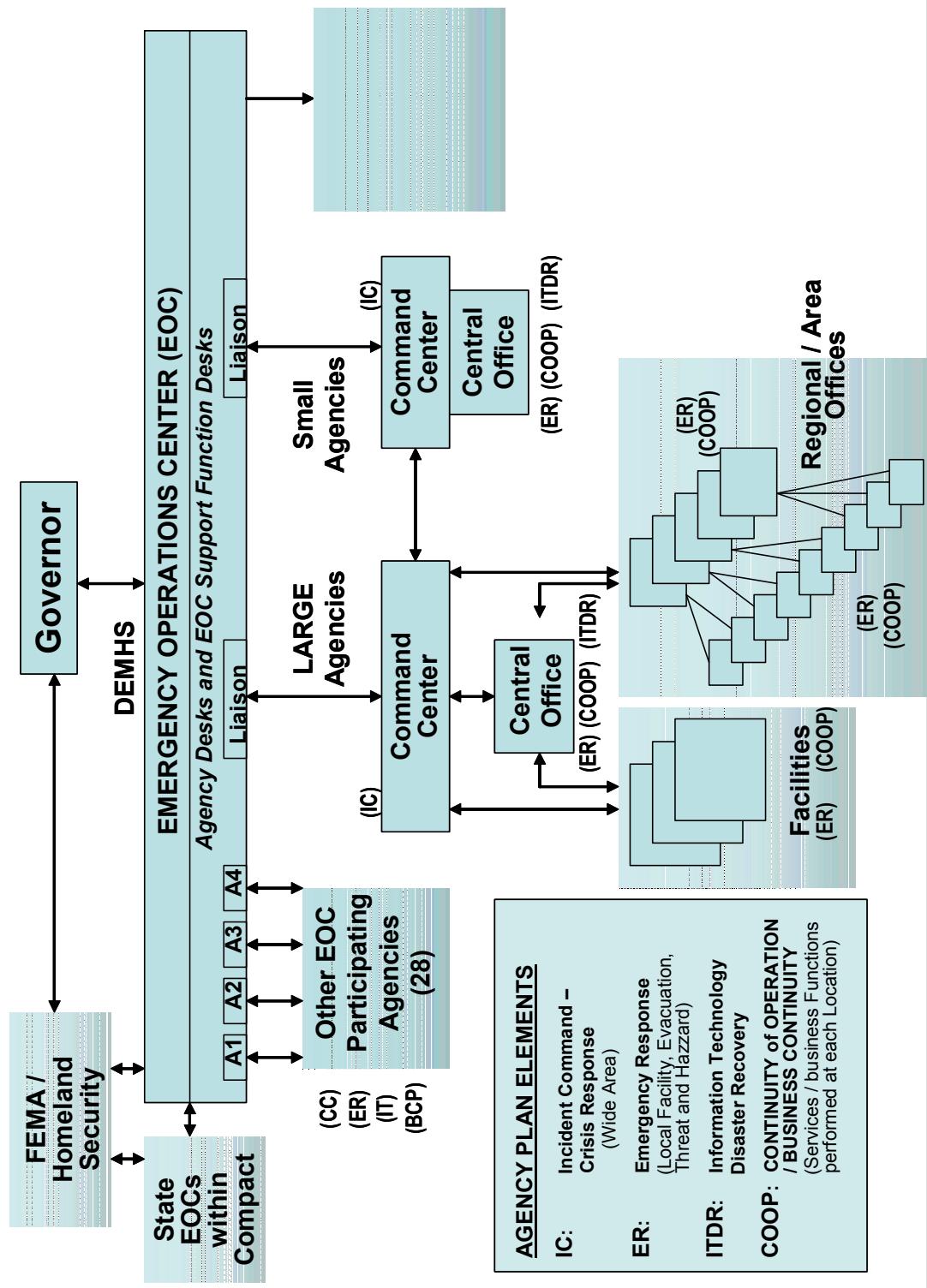
- *Oversee State-wide Response*
- *Interface with National Resources*
- *Facilitate Resource Acquisition and Reallocation*
- *Triage*

### Key Players:

- **DEMHS / EOC**
- **Agency EOC LIASONS**
- **Office of the Governor**
- **Agency Incident Commanders**
- **Agency Public Information Officers**



**Every Agency is mandated to have emergency response plans.  
COOP focuses on sustaining or resuming the Agency's mission.  
It links each Agency to the EOC – and to other Agencies.**





## What Pandemic Planning Assumptions should we make?

1. Staff levels may be significantly impacted due to high levels of illness
  - prepare for 10%, 20%, 30%, 40% or more loss of normal staff
2. Remaining workers may be psychologically affected by disease, economic concerns, or fear and require employee assistance
3. Staff may be reduced by the need for some workers to attend to family illness or children remaining home due to school closures
4. Human resource reductions may be temporary or may be long term depending on the severity of the influenza strain
5. Staff may be lost forever due to significant mortality associated with the disease
6. These staffing factors may affect suppliers, providers and other business partners, rendering them unable to meet commitments



## These elements comprise the COOP Training Program

**Session One:** Friday, October 27 (9-11)

**Session Two:** Wednesday, November 15 (1-5)

**Session Three:** Wednesday, December 13 (8-Noon)

**Session Four:** Monday, January 8 (8:30-5)

- All sessions will include in-session training and exercises, as well as homework to prepare for follow on sessions.
- A COOP Plan Template will be provided\*

## Functional Simulation Exercise: Wednesday, February 28 (9-4)

\* Those HIPAA-affected agencies with existing BCP documents will be provided instructions on how to integrate Pandemic COOP elements within these plans. Agencies that have completed the Pandemic templates issued in June 2006 will also be instructed on the integration of those templates into the comprehensive COOP Plan Template.



## Session One: Establishing Command and Control

### Topics Covered:

1. Orientation to Potential Pandemic Risks
2. Goals of this Support Program
3. What a COOP is and is not
4. Why NIMS?

### Products:

1. Agency Pandemic Risk Self-Assessment
2. COOP Incident Command Team Structure with Alternates

### Exercises: During the Session

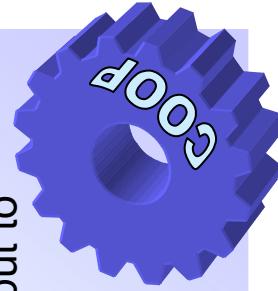
1. Assessing Your Agency's Pandemic Risks and COOP development requirements
2. Creating Your Agency COOP Management Team Structure

### Participants: Commissioner appointed

1. Incident Commanders (IC) and Alternates
2. Planning Section Chiefs (PSC) and Alternates

### Homework:

1. Certification of above Products (Incident Commander) for entry into COOP Template
2. Priority Function Identification (Operations Section Chief) for input to Session Two
3. Command Support Research and Data Collection (Command Support Staff) for input to Session Three





## Session Two: Identifying Priority Agency Functions

### Topics Covered:

1. Orientation to COOP
2. Role of the Operations Section
3. Pandemic and Continuity of Agency Critical Functions
4. Pandemic Resource Strategies

### Exercises: During the Session

1. Identifying Your Agency's Critical Functions
2. Building Your Operations Section Team
3. Prioritizing Your Agency Functions
4. Brainstorming on Your Continuity Strategies

### Participants:

1. Operations Section Chiefs (OSC) and Alternates
2. Planning Section Chiefs (PSC) and Alternates

### Products:

1. Function and Preliminary Process Level Identification of Non-Interruptible (Priority 1) and Critical (Priority 2) Functions for input to Session Four
2. Operations Section Team Structure with Team Leads and Alternates for input into the COOP Template

### Homework:

Drill down Priority 1 – 2 Functions to process level as input to Session Four (Operations Section Chief, Operations Section Team Leads and Alternates)





## Session Three: Understanding Inter-Agency Emergency Protocols

### Topics Covered:

1. Emergency Authorities
2. Emergency Communications
3. Pandemic Level 5-6 Policies
4. Means to request Assistance
5. Role of Command Support

### Break-Out Sessions

Each Command Support staff member will join a working session with senior state authorities in their area of responsibility and expertise

### Participants:

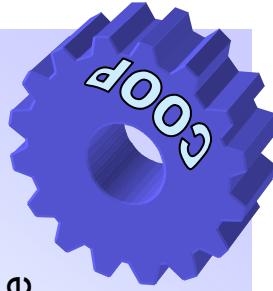
1. Finance Officers and Alternates
2. Human Resources Officers and Alternates
3. Legal Counsels and Alternates
4. Public Information Officers and Alternates
5. Administration Section Chiefs and Alternates
6. Planning Section Chiefs and Alternates

### Products:

1. Documentation of Emergency Authorities available to the Agency for input into the COOP Template
2. Outline of Continuity Strategies that will be authorized at Level 6 for input into the COOP Template

### Homework:

Complete documentation of Agency Emergency Procedures and Processes for input to Session Four and to the COOP Template



## Session Four: Detailing Processes, Resources, Strategies

### Topics Covered:

- 1. Drilling Priority Functions into Key Processes
- 2. Identifying Resources needed
- 3. Documenting Code Red levels
- 4. Brainstorming Strategies
- 5. Asking for Contingent Authority, seeking Emergency Funding

### Working Sessions

Each Agency Operations Section will be guided in documenting:

- Priority 1 / Priority 2 Functions
- Their key discrete Processes
- Resources needed to operate
- Strategies to ensure their Availability
- Building a Work Plan to prepare

### Products:

- 1. Preliminary Continuity Plan for Priority 1&2 Functions for the COOP Template
- 2. Work Plan to prepare and complete

### Participants:

1. Operations Section Chiefs and Alternates
2. Operations Section Team Leads of Priority 1 and Priority 2 Functions and Alternates
3. Logistics Section Chiefs and Alternates
4. Planning Section Chiefs and Alternates

### Homework:

1. Execute Work Plan
2. Develop COOP plans for Pandemic Response Capability
3. Complete the COOP Template





## Functional Simulation Exercise: Practicing Together, Identifying Needed Improvements

### Areas Covered:

1. Reporting staff Absenteeism Levels
2. Reporting Priority 1 & 2 Status
3. Receiving EOC and Governor's Office Requests and Instructions
4. Suspending Code Red Functions
5. Making Public Statements
6. Addressing Staff Issues
7. Reallocating Resources
8. Approaching Suppliers / Providers
9. Responding to evolving Situations
10. Seeking Emergency Authorities
11. Using Emergency Procedures
12. Supporting other Agencies

### Products:

Debriefing Report with Observations and Recommendations for the COOP Inter-Agency Project Team

### Homework:

1. Revise the COOP Plans (all Agencies, as needed)
2. Update the Work Plan to include Improvements needed (all Agencies, as appropriate)
3. Report Progress, Issues and Requests to the COOP Inter-Agency Project

### Participants:

1. Agency COOP Incident Command (@Agency Command Centers)
2. Emergency Operations Center Staff and Agency EOC Liaisons (@EOC)





# The COOP Template: Building your Plan, Documenting Your Strategies

## Plan Elements:

1. Agency Pandemic Risk Self-Assessment
2. Agency COOP Management Team: Roles and Responsibilities
3. Communications Plan
4. Pandemic Definition, Triggers and Standard Responses
5. Emergency Authorities, Policies and Procedures
6. Functions Performed at this Location
  - Priority 1: Uninterruptible Functions  
(RTO < 1 Day)
  - Priority 2: Critical Functions  
(RTO ≥ 2 - 5 Days)
  - Priority 3: Ongoing Functions  
(RTO ≥ 1 – 2 Weeks)
  - Priority 4: Periodic Functions  
(RTO = 2 – 4 Weeks)
  - Priority 5: Occasional Functions  
(RTO > 1 month)
7. Continuity Advance Preparations
8. Pandemic Response Strategies
  - Pandemic Levels 1-4
  - Pandemic Level 5
  - Pandemic Level 6
9. Staff Skills Matrix
10. Business Partner Dependencies
11. Consolidated Staff Contact List
12. Appendices (including Glossary)

